

**STAFF JUDGE ADVOCATE COURSE**

**Course No: MAFJAG 610**

**Course Conducted by:**

**Ira C. Eaker College for Professional Development**

**Air Force Judge Advocate General School**

**Air University  
(Air Education and Training Command)**

**Maxwell AFB AL 36112-6429**

**Commandant: Colonel Michael D. Murphy  
Course Directors: Lieutenant Colonel Margo A. Stone  
Functional Manager: Major General Jack L. Rives (HQ USAF/JA)**

**CURRICULUM PLAN  
12 January 05**

## STAFF JUDGE ADVOCATE COURSE (SJAC)

### PART I - COURSE DESCRIPTION

#### 1. GENERAL:

- a. Location: Maxwell Air Force Base, Alabama
- b. Length of course: Two weeks (TDY)
- c. Total scheduled hours: 122.0
- d. Student quota: 65

#### 2. STRATEGIC (COURSE) DIRECTION:

a. **Mission:** To provide staff judge advocates (SJAs) (the senior lawyer on a commander's staff) with the principles and practical tools to fulfill their duties and responsibilities. The course also provides scenarios in which they may apply this knowledge to enhance their professional and leadership qualifications to increase their effectiveness as senior legal advisors to commanders and fellow staff officers.

b. **Vision:** To develop a course of instruction that will provide the most up-to-date learner-focused adult education to students while enhancing their ability to see beyond today's complex legal issues and to focus on tomorrow's challenges. The ultimate goal of the course is to enhance the effectiveness of these attorneys in advising and assisting military commanders.

c. **Values:** To foster in staff judge advocates the traits of loyalty, honesty, leadership, integrity, and fairness through high quality instruction. To enhance a balanced concern for both people and mission through personal accountability, responsibility, and discipline.

#### 3. COURSE PHILOSOPHY AND BACKGROUND:

The SJAC provides both a refresher course in military law and a study of Air Force leadership principles for judge advocates recently, or about to be, assigned to staff judge advocate positions. The course is designed to facilitate the transition of judge advocates from positions such as assistant staff officers, or experts in some legal specialty, to the position of staff judge advocate--the senior legal adviser to a commander. In general, most SJAC students are in the midst of shifting from a specialist, follower position to one of being a leader and generalist. The course's curriculum is divided into five areas; military justice, civil law, electives, command, staff, and leadership, and operations law.

The military justice area includes: significant recent developments in both law and procedure relating to trials by courts-martial and imposition of non judicial punishment pursuant to Article 15, Uniform Code of Military Justice (UCMJ). This portion of the course acclimates students with stale military justice experience to current legal issues and the resolution of same.

The civil law area includes: an overview of current developments and trends in a variety of civil law topics.

The elective area is six areas of the law, two of which will be attended by each student. The six areas are: claims, contracts/fiscal, environmental, labor, operations, and military justice. The students will select their two weakest areas. The focus of each elective will be the "nuts and bolts" of that area of law.

The command, staff, and leadership area focuses on analyzing issues and solving problems from more than just a purely legal perspective. The area includes: lectures by senior judge advocates (with significant experience in positions at either HQ USAF or major air commands) on the base SJA's relationship with judge advocates at higher command levels in the context of particular legal issues, as well as on personnel management practices of The Judge Advocate General's Department; the SJA's interaction with judge advocates at higher command levels through distinguished guest visits; the SJA's interaction with other base level staff agencies; a panel discussion (question and answer format) of at least three seasoned SJAs; and several hours of case studies requiring the application of both legal and leadership principles discussed in other blocks of instruction.

The operations law area focuses on current operational issues facing the SJA: the AEF, preparing for deployment, and domestic support to civil authorities.

This course's learning level ranges from comprehension to application level, with primary emphasis placed on situational aspects requiring the application of both law and leadership. This course's target population includes Air Force judge advocates, in the grades of captain through colonel, who are, or have been selected to soon become, staff judge advocates. Course graduates serve as SJAs within at least one year of graduation. The course is also targeted to selected Deputy SJAs.

SJA assignments are sought by most judge advocates. This position is considered to be the highlight of a legal officer's career. Accordingly, the course's students are extremely well motivated to learn. Given the competitive selection process for SJA assignments, the course's students are extremely capable officers and attorneys, and thus, the course should be designed to maximize transference of learning between students. To this end, the course should maximize social gatherings of the class after normal duty hours.

There is a continuing need for this course. There is no other structured "training ground" for the SJAs of the future. Tomorrow's SJAs typically have very limited experience in office leadership and come from varied backgrounds of legal experience. The Air Force needs SJAs who have received the general instruction this course provides on the many different legal problems confronting base level command.

#### **4. METHODS OF INSTRUCTION:**

The methodologies used in the course include faculty lectures, guest lectures, seminar discussions, case studies, panel discussions, and computer laboratory exercises. The curriculum is designed to follow lecture presentations with case studies/seminar discussions of realistic, practical problems involving the legal and/or leadership principles previously taught in lecture.

#### **5. FACULTY**

The Commandant of the Judge Advocate General School selects the resident faculty on the basis of their military performance records, with particular emphasis on professional experiences and communication skills. Those selected for the faculty have typically distinguished themselves academically and/or through legal research or other creative professional performance and must have demonstrated high professional and personal standards. The guest faculty are experts in functional areas and are selected by the commandant and course director.

#### **6. STUDENT PREREQUISITES AND SELECTION:**

Selection is made by The Judge Advocate General, USAF, from active duty Air Force judge advocates, serving in the grades of captain through colonel, who are, or have been selected to soon become, staff judge advocates. Senior Air Force Reserve and Air National Guard judge advocates may attend provided the number of active duty judge advocates scheduled to attend permits. Select deputy SJAs may attend as well.

### **PART II - COURSE OF STUDY - SUMMARY**

The curriculum provides both a surface and in-depth view of legal issues facing commanders and staff judge advocates. Students must analyze implementing directives, policies, court decisions, and statutes to provide accurate advice to commanders, other staff officers, and subordinates within the legal office. The curriculum includes seminar problems concerning a fictitious Air Force base in which the student assumes the SJA's role and is given scenarios laden with problems to solve. The student must actively search for solutions using various management tools available to SJAs, while occasionally confined by the requirements of the law.

#### **1. EVALUATION:**

The primary technique used to evaluate the amount and kind of learning achieved by students is through observing the students' performance in seminar. Such observance detects instances of deficient preparation or misapplication of desired teaching points and provides immediate feedback and remedial teaching by instructors. Student behavior observed during question and answer portions of lectures also measures the quality and quantity of learning achieved.

Curriculum evaluation focuses on identifying and measuring the educational processes, substance taught, and whether learning occurred at the appropriate level. Hourly and end-of-course critiques have proven effective in assuring that the course's substance meets the needs of

the Air Force, *i.e.*, students indicate the degree of their knowledge about each period's content and whether the instruction added to that knowledge rather than restating what the student already knew. Commandant/course director/faculty also assess the course's curriculum.

## **2. CODES AND SYMBOLS IN PERIODS OF INSTRUCTION:**

### **a. Area/Period of Instruction**

<u>AREA</u>	<u>PERIOD</u>
0-1	000-049 - Administration and Evaluation
0-2	050-099 - Course Critique
I	100-199 - Military Justice
II	200-299 - Civil Law
III	300-399 - Electives
IV	400-499 - Command, Staff, and Leadership
V	500-599 - Operations Law

### **b. Method of Instruction**

- (1) L - Faculty Lecture
- (2) S - Seminar
- (3) PE - Practical Exercises (Computer Laboratory)
- (4) P - Panel Discussion
- (5) A - Administration

### **c. Period Coding: Example: 101-50-L**

- (1) 101 designates the major area (Military Justice) and the period of instruction in that area.
- (2) 50 designates the number of minutes in the period.
- (3) L designates the method of instruction (Lecture).

### 3. CURRICULUM BY HOURS:

<u>AREA OF INSTRUCTION</u>		<u>HOURS</u>
0-1	Administration and Evaluation	2.0
0-2	Course Critique	1.0
I	Military Justice	16.0
II	Civil Law	20.5
III	Electives	48.0
IV	Command, Staff, and Leadership	30.5
V	Operations	<u>4.0</u>
TOTAL CURRICULUM HOURS		122.0

The 122.0 hours outlined above are from the following curriculum outline. It includes the following: six elective lectures offered two times (48 hours) of which a student will take only two lectures (8 hours); two AMJAMS labs (3 hours) of which a student will only participate in one (1.5 hours); and two AFCIMS labs (3 hours) of which a student will only participate in one session (1.5 hours).

### PART III - COURSE OF STUDY (DETAILS)

#### **AREA 0-1 - ADMINISTRATION (2 Hours)**

**AREA OBJECTIVE:** Accomplish the administrative details needed to successfully complete the course of instruction.

a. Period: (000-60-A) Welcoming Remarks, Safety Briefing, and Administrative Matters

Welcome students to the class by a command representative, the commandant, and the course director. Accomplish the administrative details needed to successfully complete the course of instruction. Accomplish the mandatory safety briefing. Give class instructions on rules and procedures relating to completion of CLE requirements for various state bar associations.

b. Period: (001-30-A) Weekend Safety Briefing

Accomplish the mandatory weekend safety briefing.

c. Period: (002-30-A) Closing Remarks and Safety Briefing

Thank the students for their participation throughout the two weeks and provide conclusory safety briefing.

## **AREA 0-2 - COURSE CRITIQUE (1 Hour)**

**AREA OBJECTIVE:** Evaluation and rate the overall course effectiveness to course director can improve the course.

- a. Period: (050-60-A) End-of-Course Critique

Complete end of course evaluations designed to measure course effectiveness in numerous areas.

## **AREA I - MILITARY JUSTICE (16 Hours)**

**AREA OBJECTIVE:** Apply the law, policy, and procedures of the Military Justice system as the senior attorney at the base level.

- a. Period: (100-120-L) Judiciary Perspective

**OBJECTIVE:** Comprehend current trends, developing issues, and recent policy changes involving the trial of courts-martial.

- b. Period: (101-120-L) Minimizing Military Justice Risks

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for post-trial processing, unlawful command influence, and various military justice topics.

- c. Period: (102-120-L) Base Level Military Justice Management

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for management of military justice at the base level.

- d. Period: (103-180-PE) AMJAMS Laboratory

**OBJECTIVE:** Apply the major functions of AMJAMS to learn how to personally operate the system and retrieve the data and reports which enable SJAs to supervise more efficient and fair military justice programs.

- e. Period: (104-180-S) Military Justice Seminar 1

**OBJECTIVE:** Apply the rules, concepts, and procedures established for nonjudicial punishment and for post-trial processing.

- f. Period: (105-240-S) Military Justice Seminar 2

**OBJECTIVE:** Apply the rules, concepts, and procedures established for pretrial procedures and the law applicable to search and seizure.

## **AREA II - CIVIL LAW (20.5 Hours)**

**AREA OBJECTIVE:** Apply the law, policy, and procedures of various civil law issues as the senior attorney at the base level.

- a. Period: (200-90-L) – The Joint Ethics Regulation

**OBJECTIVE:** Comprehend the rules set forth in the joint ethics regulation.

- b. Period: (201-150-S) Joint Ethics Regulation Seminar

**OBJECTIVE:** Apply the rules and procedures of the Joint Ethics Regulation to given factual scenarios.

- c. Period: (202-90-L) Personnel Issues

**OBJECTIVE:** Comprehend the rules and processes for managing base level personnel issues and actions.

- d. Period: (203-120-L) Administrative Law Update

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for investigations and inquiries, homosexual policy, and various general law matters.

- e. Period: (204-60-L) Civil Law Issues

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for various civil law topics including litigation, claims, environmental law, labor and employment law, and legal assistance.

- f. Period: (205-180-S) Civil Law Seminar 1

**OBJECTIVE:** Apply the rules, concepts, and procedures established for claims, environmental, and medical law issues.

- g. Period: (206-180-PE) AFCIMS Laboratory

**OBJECTIVE:** Apply the major functions of AFCIMS to learn how to personally operate the system and retrieve the data and reports which enable SJAs to supervise an efficient claims program.

- h. Period: (207-120-S) Civil Law Seminar 2

**OBJECTIVE:** Apply the rules, concepts, and procedures established for administrative discharges, barments, and IG reporting.



- i. Period: (208-180-S) Civil Law Seminar 3

**OBJECTIVE:** Apply the law, rules, and procedures established for civilian personnel and labor relations.

- j. Period: (209-60-L) Air Force Services

**OBJECTIVE:** Comprehend the rules and concepts associated with services and non-appropriated fund matters.

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**AREA III - ELECTIVES (48 Hours)**

**AREA OBJECTIVE:** Comprehend the specific skills required in two specific areas of the law which the staff judge advocate believes to be his/her weak areas.

- a. Period: (300-480-L) Claims Elective

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for the administration of claims.

- b. Period: (301-480-L) Contracts Elective

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for the administration of base level contracting.

- c. Period: (302-480-L) Environmental Elective

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for ensuring the legality of the base level environmental program.

- d. Period: (303-480-L) Labor Elective

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for labor and employment law.

- e. Period: (304-480-L) Operations Law Elective

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for LOAC, ROE, and domestic support to civil authorities.

- f. Period: (305-480-L) Military Justice Elective

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for the administration of military justice.

#### **AREA IV - COMMAND, STAFF, AND LEADERSHIP (30.5 Hours)**

**AREA OBJECTIVE:** Apply the SJA's responsibilities to his commander, to his functional area superiors, and to his subordinates.

- a. Period: (400-60-L) DJAG Perspective

**OBJECTIVE:** Comprehend the challenges facing Air Force staff judge advocates, the staff judge advocate's role in the Air Force, and the staff judge advocate's responsibilities as an officer.

- b. Period: (401-60-L) Executive Guide to JAS Reports and JAS Update

**OBJECTIVE:** Comprehend the functions and uses of current JAS technology including reports generated by such technology.

- c. Period: (402-150-S) JA Relationships Seminar

**OBJECTIVE:** Apply leadership and management principles to the oversight of the relationships within the JA community.

- d. Period: (403-60-L) Leadership

**OBJECTIVE:** Comprehend the concepts and principles of leadership traits of a successful leader.

- e. Period: (404-60-L) Managing Civilian Personnel

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for the management of civilian personnel.

- f. Period: (405-60-L) Writing Officer Performance Reports

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for writing officer performance reports.

- g. Period: (406-30-L) Writing Promotion Recommendation Forms

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for writing promotion recommendation forms.

- h. Period: (407-30-L) Writing Enlisted Performance Reports

**OBJECTIVE:** Comprehend the rules, concepts, and procedures established for writing enlisted performance reports.

i. Period: (408-120-S) JAG Accession Board Seminar

OBJECTIVE: Apply the concepts and procedures established for JAG Accession boards.

j. Period: (409-120-L) JAG Accessions and JAX Update

OBJECTIVE: Comprehend the rules and procedures established for JAG recruiting and accessions and the current issues facing JAG personnel.

k. Period: (410-45-L) Law Office Budget

OBJECTIVE: Comprehend the rules and procedures for managing the budget of the legal office.

l. Period: (411-60-L) Professional Responsibility for SJAs

OBJECTIVE: Comprehend the ethical responsibility of SJAs under the Air Force and State Rules of Professional Responsibility.

m. Period: (412-60-S) Professional Responsibility Seminar

OBJECTIVE: Apply the various rules for professional responsibility.

n. Period: (413-90-P) SJA/LOM Relationships

OBJECTIVE: Comprehend the distinct duties of the Law Office Manager in running an efficient legal office and the importance of teamwork and communication in the SJA-LOM relationship.

o. Period: (414-150-S) SJA/LOM Joint Seminar – Darling AFB, Personnel Management

OBJECTIVE: Apply management and leadership techniques.

p. Period: (415-60-L) Executive Issues Team

OBJECTIVE: Comprehend the rules and procedures for dealing with the media.

q. Period: (416-60-L) Top Ten Things I Wish I Knew

OBJECTIVE: Comprehend the top issues facing the judge advocate as he assumes the role of SJA for the first time.

r. Period: (417-60-L) Effective Use of the Reserve Components

OBJECTIVE: Comprehend the rules, concepts, and procedures established for managing the reserve program at the local installation.

s. Period: (418-60-L) The Air National Guard Component

**OBJECTIVE:** Comprehend the rules and procedures for ADCON and TACON for ANG personnel.

t. Period: (419-60-L) Paralegal Update

**OBJECTIVE:** Comprehend the current issues facing the paralegal force.

u. Period: (420-90-L) Building Leadership

**OBJECTIVE:** Comprehend the role of the SJA in leading his subordinates.

v. Period: (421-60-L) TJAG Protocol

**OBJECTIVE:** Comprehend the concepts of meeting expectations in Article 6 visits.

w. Period: (422-60-L) TJAG Perspective

**OBJECTIVE:** Comprehend the role of the SJA in leading and dealing with the future challenges to our department.

x. Period: (423-90-L) Graduation Address

**OBJECTIVE:** Comprehend the SJA's overall responsibilities to command and to the department.

y. Period (424-30-L) Caring for Judge Advocate Staff Officer Course (JASOC) Attendees

**OBJECTIVE:** Comprehend the SJA's role and responsibility for their new JAGs attending JASOC.

z. Period (425-45-L) Manpower

**OBJECTIVE:** Comprehend the process of allotting positions to particular offices.

#### **AREA V – OPERATIONS LAW (4 Hours)**

**AREA OBJECTIVE:** Apply the SJA's responsibilities in the operations environment.

a. Period: (500-120-L) The AEF

**OBJECTIVE:** Comprehend the rules and concepts of the AEF.

b. Period: (501-60-L) Domestic Support to Civil Authorities

**OBJECTIVE:** Comprehend the law as applicable to domestic support to civil authorities.

c. Period: (502-60-S) Operations Law Seminar

**OBJECTIVE:** Apply the law, rules, and procedures established for operations law.